



CHAPTER 7

ECONOMIC DEVELOPMENT

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CHAPTER 7 | ECONOMIC DEVELOPMENT





7 | ECONOMIC DEVELOPMENT

The economic outlook for Southold Town is a concern of the community. To retain and enhance the vitality of the downtowns and hamlet centers while avoiding retail sprawl is important. The Town aims to attract new businesses that will strengthen hamlet centers and provide quality employment, while encouraging an environment that allows existing businesses and jobs to thrive and maintains the uniqueness that is Southold.

This chapter addresses economic development that is appropriate for Southold. The following goals and objectives for the Town are based on extensive community input and consideration of its history, previous economic data collection efforts and development initiatives, changing demographics and the socio-economic status of residents, an inventory of its businesses, and other factors that affect its economy. The appendix to this chapter, **Appendix 5**, is available for further insight into how these goals and objectives were formulated. **Appendix 5** illustrates the economic chapter methodology and includes the review of past planning and economic development initiatives, a business inventory, an industry profile, updated in 2012, and a leakage analysis.

Background

Previous planning efforts in Southold Town have sought to strengthen the downtown areas and hamlet centers rather than increase the intensity of uses outside of those areas. The rural character and agricultural use of much of its land together with the vitality of the hamlet centers represent the current character of the Town. Industrial land use in the Town is situated either proximate to hamlet areas, or in areas of the Town that provided road and/or rail access as well as an established land use pattern that makes an area appropriate for continued industrial use and expansion.

Industrial and commercial zoning districts provide for important land uses that serve many needs within the community and the region. They are seen as

beneficial because they are essential to a strong tax base for the Town.



Fishers Island Hamlet Center

Commercial/industrial lands result in:

- A higher tax base, which helps support school budgets (approximately 60 percent of the total tax levy is school district taxes);
- Employment creation within the community; and
- Provision of consumer and service business needs within the community.

To determine how the Town's existing zoning could relate to the future potential changes in land use, and in turn, the future of the Town's economy, the Town performed a zoning and buildout analysis for commercial and industrial parcels as a first step. This analysis revealed that the hamlets of Cutchogue, Southold, and Mattituck/Laurel have the highest potential for increasing the amount of commercial/industrial square footages of building area. This topic is described in more detail in Chapter 3, "Land Use & Zoning."

The tax base analysis used to assess the fiscal needs of the Town and its school districts provided a comprehensive look at the existing land uses and tax base, tax rates, budgets, assessed valuation, and other fiscal data specific to school districts and other taxing jurisdictions. This analysis indicated that the Town's tax base appeared

to be sound, with a healthy balance of residential and non-residential uses. Southold Town has established an optimal mix of businesses, and industrially zoned businesses. The analysis also found that it was not likely that

the existing zoning mix would have major implications for the tax base. A reassessment of the tax base is recommended prior to any major changes to the commercial and industrial zoning districts.

GOALS AND OBJECTIVES

Goal 1: Encourage New and Facilitate the Growth of Existing Business Sectors that Pursue Stable and Sustainable Employment

This includes agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based, and the maritime-related industry.



Southold Hamlet Center

Objective 1.1

Support the work of the Southold Town Economic Development Committee to ensure successful implementation of the Town's economic goals and objectives.

Southold Town does not currently have a department with primary responsibility for economic development. As such, it is recommended that the Town continue to support the work of their Economic Development Committee, which is responsible for the successful implementation of the goals and objectives in this chapter of the Comprehensive Plan, as well as other economic development initiatives in the future.

➤ **Responsible Parties:** Southold Town Board

➤ **Possible Partnerships:** Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut,

Island Community Board (Fishers Island), Fishers Island Ferry District, Southold Business Alliance, North Fork Promotion Council, Long Island Farm Bureau, Long Island Wine Council, local school districts, local businesses and representatives from a range of industries, and interested Town residents, including high school students, and a representative from the Village of Greenport.

Objective 1.2

Develop a formal Business Retention and Expansion Program through Town government.

The ability of the Town to retain businesses is often easier than attracting new businesses to town. Town-wide efforts in business attraction and retention should employ a similar focus, and a Business Retention and Expansion Program would set out to accomplish this.

A Business Retention and Expansion Program would seek to identify and understand the issues and obstacles faced by a variety of local businesses in the Town, through a series of detailed surveys, interviews, meetings, and organization of representatives from key business owners throughout the Town. The program will assist in understanding the immediate concerns of local business owners seeking to improve Town-wide efforts to retain and encourage growth. Coordination with officials from the Village of Greenport would strengthen this program. Findings would be funneled into an action and implementation plan that focuses on the successful retention of business in town. This program will assist in marketing and attracting new business to town and will allow for an increased provision of stable and sustainable employment opportunities for current and future residents of the Town.

- Develop a formal Business Retention and Expansion Program specific to Fishers Island.

The needs of businesses and the local economy on Fishers Island differ greatly from those of mainland Southold. As such, it is recommended that a separate Business Retention and Expansion Program be

developed to address these needs. In addition to the identification of issues and obstacles faced by local businesses and a business needs analysis, this program should include a thorough examination of the types of businesses that can be attracted and retained to the Island that will increase its year-round population.

- **Responsible Parties:** Southold Town Economic Development Committee, Island Community Board (Fishers Island), Southold Town Board
- **Possible Partnerships:** Local high school students, Fishers Island Ferry District, Village of Greenport, Suffolk County Department of Labor, Suffolk County Department of Economic Development and Workforce Housing

Objective 1.3

Strengthen job-training and workforce development

Strengthening job-training and the development of the local workforce is necessary to ensure that residents are trained in the fields that align with the Town's established and emerging business sectors, including agriculture, aquaculture, health care, renewable energy, tourism, and light industrial, retail/service-based, and the maritime-related industry. The difficulty in finding skilled workers makes Southold Town a less desirable place to start or relocate a business. Moreover, the aging workforce within Southold Town raises concerns as to what will happen when veteran workers retire. This potential scenario, combined with the need to reverse the area's "brain drain," could be addressed with an improved job-training and workforce development program that would assist with the provision of stable and sustainable employment opportunities for the diverse base of current and future residents of the Town.

Program curriculum should focus on bolstering skill sets within both the established industries within the Town, as well as the up-and-coming industries that interest the next generation. These include:

- Agriculture
- Aquaculture
- Health care
- Renewable energy
- Tourism
- Light industrial

- Retail/service-based (especially on Fishers Island, where service-based businesses such as housekeeping, caretaking, and catering comprise the strongest industry)
- The maritime-related industry.

In addition, it is recommended that the program include a branch specific to job placement for high school and college students, with the aim to increase the number of employment opportunities for young people Southold. Such program curriculum—for both adults and students—should include those aimed at both blue-collar and white-collar employment opportunities. Coordination with officials from the Village of Greenport would strengthen these partnerships.

- **Responsible Parties:** Southold Town Economic Development Committee
- **Possible Partnerships:** Local school districts, Village of Greenport, St. Joseph's College, Stony Brook University, Suffolk County Community College, University of Connecticut, Cornell Cooperative Extension, Eastern Suffolk BOCES, Brookhaven National Lab, Renewable Energy Long Island, Suffolk County Department of Economic Development and Workforce Housing, Suffolk County Department of Labor, New York State Department of Labor

Objective 1.4

Support local business through the creation of a Business and Entrepreneurship Center.

There is a need for a place that interested persons and existing businesses could go for guidance in starting/expanding their business in town. A Business and Entrepreneurship Center would serve these needs by assisting local entrepreneurs and small-business owners with successful marketing tactics, business plan preparation, funding sources, incentives, and finding available property in the Town—all of the resources that small businesses require, but have difficulty obtaining on their own.

In addition, the Town should explore whether such a center could be coupled with a business incubator, which would allow new businesses and entrepreneurs to share the costs of space and services. Coordination with officials from the Village of Greenport would strengthen the formation of such a center.

Such a center could also serve as a central location to assist local residents and employers with other resources pertinent to both finding employment and seeking

qualified employees. This would serve to assist seasonal workers, seniors re-entering the workforce, and young people. Furthermore, the center could serve as a location for future job fairs, conferences, and/or seminars dedicated to growing the local employment base.

A Business and Entrepreneurship Center would likely be most efficient by taking the form of a satellite center of another similar and established center on Long Island. When examining a location for the center, it is suggested that the Town consider historic preservation, renovation, adaptive reuse of an existing structure, or sharing space with an existing or vacant community building, such as the Peconic School or the Human Resource Center.

- A |** Continue to coordinate with Southold Youth Bureau and local school districts to create a program for high school students at the Business and Entrepreneurship Center.
- B |** Once the Business and Entrepreneurship Center is established, create a program specific to the needs and interests of local high school students. Such a program would teach the students about entrepreneurship and business planning, as well as provide mentorship opportunities. This would attract students to learn about the businesses in town, as well as foster additional employment opportunities for them. Such a program could aid in reversing the brain-drain effect by attracting recent college graduates and young professionals back into the Town's diverse workforce.
- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Board
- **Possible Partnerships:** Local school districts, Southold Youth Bureau, Southold Business Alliance, Village of Greenport, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Island Community Board (Fishers Island), an existing Small Business Development Center such as the one at Stony Brook University, Suffolk County Department of Labor, Suffolk County Industrial Development Agency, Suffolk County Department of Economic Development and Workforce Housing, New York State Department of Labor, U.S. Small Business Administration, local civic associations

🎯 Objective 1.5

Add low-impact commercial uses to the parcels fronting the Village Green on Fishers Island to provide increased opportunities for needed goods and services and business opportunities and jobs for local residents.



Fishers Island Village Green

Fishers Island has two “downtown” hamlet centers—one at the area surrounding the ferry terminal and the other along the Village Green. According to island residents, Fishers Island’s Village Green—home to the Post Office, Fire Department, liquor store, Beach Plum, and several seasonal shops—is losing commercial space to residential use.

Over the past few years, several businesses located along or proximate to the Village Green have been sold and converted to residential units. Others have sold their businesses but remained in their homes, in essence converting the unit to one that is strictly residential in use. In an effort to retain the hub of commercial activity along the Village Green, the Town should examine and amend the zoning for permitted uses in this area to ensure that the downtown setting remains viable into the future as a location for the provision of retail goods and services that support Island residents.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Planning Board, Southold Town Board, Island Community Board (Fishers Island)

🎯 Objective 1.6

Work with the local chambers of commerce to develop additional incentives and programs to increase membership and active involvement of local businesses.

Local chambers of commerce offer members numerous opportunities and activities including networking, advertising, and marketing; member-to-member discounts; workshops; guest speakers; community events; and for members of the Chamber of Commerce of Eastern Connecticut, access to health care. Membership within the North Fork Chamber of Commerce provides members automatic membership within the North Fork Promotion Council, which provides additional advertising and marketing to local businesses. All member businesses—both on mainland Southold and on Fishers Island—should continue to be informed of available benefits and encouraged to take full advantage of such resources.

While the local chambers provide an important role in the Town's economy, continued efforts should be made to encourage stronger participation and community outreach. The Town should work in concert with the local chambers to develop additional incentives aimed at increasing membership and active involvement.

🎯 Objective 1.7

Continue supporting business-education partnerships such as vocational training, job-shadowing programs, internships, and other mentoring programs focused on targeted sectors.

Sectors include:

- Agriculture
- Aquaculture
- Health care
- Renewable energy
- Tourism
- Light industrial
- Retail/service-based
- The maritime-related industries.

The three mainland high schools have formed a Business Advisory Board that works with local businesses to provide students with career education. In addition to its partnership with Eastern Suffolk BOCES, these programs allow students additional opportunities to explore careers that interest them through a variety of programs.

- A** | The Southold Youth Bureau should continue to work with both mainland and Fishers Island schools to encourage additional public-private partnerships with Town businesses.
- B** | The local schools should work to boost student participation by increasing the number and type of opportunities being offered, e.g., educational and training programs that appeal to the next generation within the targeted industry sectors of agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based (especially on Fishers Island, where service-based businesses such as housekeeping, caretaking and catering comprise the strongest industry), and the maritime-related industries.
- C** | Targeted businesses should include the largest employers, in addition to local farms, fishing industries, marinas, wineries, and/or hospitality, restaurants, banks, automotive repair, electricians, plumbers, HVAC technicians, and other service-based establishments in Southold Town and Greenport Village.

This will increase the likelihood that high school graduates possess the skills needed by employers and industries in town and that they consider remaining in Southold upon graduation.

In addition to short-term job-shadowing programs, short- and long-term employment opportunities that match student interests with employer's needs should be explored. Year-round and summer job opportunities should be surveyed within the community and posted within the Guidance Office at each of the high schools. This could in turn foster additional employment opportunities within a variety of local industries for the youth in Southold Town, and may help to reverse the brain-drain effect, giving students another reason to consider remaining in their hometown after graduation.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Youth Bureau, Island Community Board (Fishers Island)
- **Possible Partnerships:** Local school districts, Youth Advisory Council, Business Advisory Board, Village of Greenport, Chamber of Commerce of Eastern Connecticut, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Suffolk County Department of Labor, Suffolk County Department of Economic Development and Workforce Housing, New York State Education Department, New York State Department of Labor, Eastern Suffolk BOCES, Cornell Cooperative Extension

🎯 Objective 1.8

Seek to reverse the “brain drain” through the attraction and retention of recent college graduates and young professionals to the Town’s diverse workforce.

Overall, the median age of residents of Southold Town is 10 years older than that of the residents of Suffolk County, according to the 2010 U.S. Census. The Town’s large senior population and relatively small population of college-aged persons and young professionals have resulted in the need for the Town to diversify its population for a sustainable future.

- A |** Provide various job opportunities—including entry-level and professional positions—that meet the needs of recent college graduates and young professionals.

It is recommended that Southold Town partner with the Town of Riverhead and the Village of Greenport to create a joint task force to find ways to create a significant number of regional entry-level and professional jobs for recent graduates and young professionals. The task force could survey local businesses—including large employers such as Eastern Long Island Hospital, Peconic Landing, and other businesses that cater to the Town’s aging population, as well as local farms, fishing industries, marinas, wineries, and/or hospitality, restaurants, banks, and other service-based establishments—about their upcoming employment needs, and then work with area colleges and universities—including St. Joseph’s College, Stony Brook University, Suffolk County Community College, and University of Connecticut—to recruit graduates to the East End to fill these positions. This should be revisited on an annual basis to encourage a constant influx of younger residents.

- B |** Ensure an array of housing alternatives—including both affordable and workforce options—that meet the needs of recent college graduates, young professionals and other members of the Town’s diverse workforce.

A diverse housing stock—both affordable and workforce, rental and owner-occupied—is needed

within all parts of Town. Recent college graduates, young professionals, and young families have difficulty affording housing in Southold, which in part has resulted in an invaluable loss of talent, diversity, and resources.

To become a more live-work community (at the time of this analysis in 2011 55.8 percent of residents lived and worked within the Town), the Town must provide housing that accommodates those who wish to live here—especially recent college graduates and young professionals. The 2005 Hamlet Study and the 2007–08 Hamlet Stakeholder Initiatives identified providing affordable and diverse housing as a priority of the Town. Public participation efforts suggested the need for additional affordable and workforce housing in all parts of Town. To do this, the Town will continue to improve its zoning code to provide more flexibility for the creation of affordable rentals and homes, especially in the hamlet centers and HALO zones.

- C |** Create a set of incentives aimed at providing financial assistance for first-time home buyers.

In addition to the provision of affordable housing options, an alternative solution is to provide incentives for recent college graduates, young families, and others to purchase a home in Southold Town. Such incentives could include easing the tax burden through property tax credits and deductions, a reduced payment for municipal services, legal counsel, and/or a reduction in assessment that would phase out over a short time in exchange for collaborative volunteering efforts with various Town committees and/or initiatives.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Island Community Board (Fishers Island)
- **Possible Partnerships:** Suffolk County Department of Economic Development and Workforce Housing, New York State Division of Housing and Community Renewal, Walsh Park Benevolent Association

🎯 Objective 1.9

Ensure the provision of various housing options for the Town's growing senior population.



Founders Village in Southold

As the population in the Town continues to age, resources geared toward a retired population, namely senior housing, will be in demand throughout the community.

A diverse housing stock for senior residents—both rental and owner-occupied, affordable and market-rate, as well as naturally occurring retirement communities—is needed within all parts of Town. Despite the recent construction of Peconic Landing and the operations of other assisted-living communities and skilled nursing facilities that cater to the Town's aging population, there is an unmet need for senior housing, especially affordable options for active senior residents. Many of the Town's senior residents are moving to Riverhead and other places farther west because they are unable to find suitable housing in Southold. In addition, residents of Fishers Island that were formerly provided with housing through their employers are being forced to leave the Island upon retirement, due to a lack of affordable housing options.

The Town should work to ensure that such senior housing alternatives are provided throughout the community. This can be done through the preservation and renovation, reuse or adaptive reuse of historic and vacant structures and the provision of incentives to property owners and local developers who do so. Wherever possible, the Town should target new senior housing within the hamlet centers and HALO zones.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Southold Town Senior Services, Human Resource Center, Island Community Board (Fishers Island)

- **Possible Partnerships:** Suffolk County Department of Economic Development and Workforce Housing, New York State Division of Housing and Community Renewal, Suffolk County Office for the Aging, Walsh Park Benevolent Association

🎯 Objective 1.10

Continue to support the arts industry through the provision of live/work space in appropriate areas of the Town.

The arts play a strong role in the history and tradition of the Town's culture and local economy. Artisans, gallery owners, actors, musicians, painters, instructors, and local craftsmen all enliven hamlet centers and enhance quality of life. The Town should ensure the provision of studio space and/or affordable live/work spaces in appropriate areas of the Town. Such space could take the form of studios located above other uses or could be designated vacant buildings converted to studio space and/or business incubators for young artists in the community. This type of development should be targeted to the Town's hamlet centers to increase vitality and the overall strength of the industry in town.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Southold Town Board, Island Community Board (Fishers Island)
- **Possible Partnerships:** East End Arts Council, North Fork Promotion Council, Long Island Convention & Visitors Bureau and Sports Commission, Suffolk County Office of Film and Cultural Affairs, Suffolk County Department of Economic Development and Workforce Housing, Lighthouse Works, local civic associations

🎯 Objective 1.11

Ensure access to high-speed internet and reliable wireless communications.

Access to high-speed internet and reliable wireless communications are vital to attracting and retaining local businesses and residents who work from home. Work with service providers to ensure access throughout the Town.

- **Responsible Parties:** Southold Town Economic Development Committee
- **Possible Partnerships:** Internet service providers, wireless service providers, emergency communications providers

Goal 2: Promote Economic Development that Ensures an Adequate Tax Base Without Compromising the Unique Character of the Town

Objective 2.1

Promote public-private partnerships and ways to improve the quality of life for Town residents through all future development initiatives.

Public-private partnerships are agreements between a public agency and a private sector entity that can revitalize communities and their quality of life. Oftentimes, such partnerships provide improved levels of service and quality of life at reduced cost to town government. Successful partnerships can result in a greater level of public safety, health, educational opportunity, transportation options, infrastructure improvements, and community revitalization.

A good example of a small but successful design-related public-private partnership in Southold Town is the public square between the municipal parking lot and the former Capital One Bank building on Pike Street in Mattituck. This “pocket park” includes landscaping, sitting areas and tables with built-in checker/chess boards. The Town should work with private developers to ensure that these and other features including landscaping, seating areas, sidewalks, and/or pedestrian access are worked into all future developments seeking to locate in Southold.

➤ **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Architectural Review Committee, Southold Town Recreation Department, Southold Town Planning Board, Southold Town Board

Objective 2.2

Determine specific types of retail goods and services, if any, that should be actively sought out through a series of public meetings held by Town government.

Differentiate these business sectors between those that can be supported by a year-round population within mainland Southold and Fishers Island.

A leakage analysis (see **Appendix 5**) was prepared that examined consumer spending habits and compared them with sales data of various goods and services

to determine whether the demand for various types of retail is met Town-wide and also specifically on Fishers Island. The findings of the leakage analysis revealed that numerous retail goods and services are unavailable or underrepresented within both mainland Southold and Fishers Island. However, given Southold Town’s unique character, most of this underrepresentation is appropriate, particularly that of larger retail stores and warehouse-type stores that are found in abundance within a relatively short drive to Riverhead or elsewhere.

Since the time of the leakage analysis, completed in 2010, online retail stores and home delivery have become much more common, making it convenient to purchase goods that might be otherwise unavailable in the immediate area. There may be, however, a remaining unmet need for local goods and services that can and should be supplied within Southold Town.

Moreover, while there are dozens of industries, e.g., pharmacies, electronics and appliance stores, and family clothing stores with a strong demand on Fishers Island, and shown as missing on the Island by the leakage analysis, very few of these industries are appropriate for the character of the Island. Furthermore, most of these business sectors would not be able to sustain themselves year-round on Fishers Island. Despite this, island residents indicate that there is a substantial unmet demand for various goods and services among the Island’s year-round population.

In an effort to determine which of these business sectors should be pursued, it is recommended that the Town hold a series of public meetings to gather input from the community. Only those business sectors that are likely to be economically viable year-round and those that fit into the community character of both mainland Southold and Fishers Island should be considered for further business attraction efforts.

A | Create a series of tax, zoning, and infrastructure incentives to encourage all new businesses to locate in the Town’s existing hamlet centers and use existing buildings whenever possible.

In keeping with Southold’s unique character, it is recommended that all new businesses locate in the designated hamlet centers. Not only will this increase the liveliness of Southold’s downtowns, it will help curb sprawl and preserve the open space that is so critical to the Town’s unique character.

In an effort to encourage businesses to locate in the existing hamlet centers, it is recommended that the Town create tax and zoning incentives that will be made available to all businesses wishing to locate downtown, as well as to existing businesses to remain in the hamlet centers. These tax incentives could include PILOT programs, municipal tax exemptions and abatements, expedited review process and waived fees, increased density, coverage of chamber of commerce membership dues, infrastructure improvements, and other incentives deemed appropriate by Town government.

In addition, the Town should create alternative incentives aimed at improving public infrastructure that will enhance local businesses in downtown settings. Incentives such as municipal parking areas, pocket parks, sidewalks, and/or the provision of seating areas would greatly benefit the opportunities for local businesses in town. The Town should work with local realtors to ensure that this information is made available to all businesses expressing interest in locating within the Town.



First Fridays in Mattituck | Photo: Times Review Media Group

B | Encourage the attraction and retention of locally owned businesses.

Town residents have indicated that they would rather shop at locally owned stores than at corporate franchises owned by those residing outside of the community. In an effort to maintain character while also keeping revenue streams within the community, it is recommended that Town government seek to encourage the location of additional locally owned, “Mom & Pop” establishments during business attraction efforts. This can be done through offering similar incentives to those described in Objective 2.2-A.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Planning Board, Southold Town Board
- **Possible Partnerships:** Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Island Community Board (Fishers Island), Suffolk County Department of Economic Development and Workforce Housing

🎯 Objective 2.3

Encourage a cluster of light industrial uses at the area surrounding the North Fork Industrial Park and the Cutchogue Business Center within the boundaries of existing zoning.

The area surrounding the North Fork Industrial Park and the Cutchogue Business Center—north of County Route 48 along Depot Lane and Cox Lane—is an industrial hub that is home to many successful manufacturing and production businesses. The hub has the potential to be a center of industrial activity in Cutchogue, due to its strategic location off Route 48, attractive design, and diverse tenants. The North Fork Industrial Park has not yet been built out to its potential, but is an ideal location for new industry related to the production and manufacturing of goods, especially appropriate businesses and complementary uses focused on the targeted sectors of agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based, and maritime-related industries.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Board
- **Possible Partnerships:** Suffolk County Department of Labor, Suffolk County Department of Economic Development and Workforce Housing, Suffolk County Industrial Development Agency

🎯 Objective 2.4

Expand and improve infrastructure as appropriate, to serve existing businesses and accommodate new growth.

The 2005 Hamlet Study and the 2007–08 Hamlet Stakeholder Initiatives identified the need to improve various components of the Town’s infrastructure, be it access, stormwater drainage, pedestrian resources, and walkable hamlet centers, bicycle paths, and/or an improved public transportation system. Public participation efforts confirmed the need for these infrastructure

improvements throughout the Town to better accommodate hamlet center growth and improve circulation for both residents and tourists. The Town should work with Suffolk County and New York State Department of Transportation to implement recommended action items outlined in these previous studies.

- A |** As commercial/industrial development occurs in conformance with Town zoning, maintain and provide infrastructure in a manner that supports the planned non-residential growth of the Town.

Non-residential growth is needed to maintain economic stability through taxation of uses that create less of a burden on community services, particularly the school districts. The Town's zoning encourages responsible commercial growth in hamlet center areas and limited commercial and industrial growth in areas proximate to major roads.

Support for appropriate growth may be needed as land use proceeds in conformance with the Town's Comprehensive Plan. This could come in the form of promoting municipal parking, sidewalk and pedestrian safety initiatives, appropriate access to public water, Town road maintenance, and related infrastructure improvements. Further assistance can be provided by facilitating regulatory programs that support appropriate commercial/industrial growth through zoning, land use incentives, community development activities, and related programs.

- B |** Explore measures associated with increasing the provision of shared services with neighboring jurisdictions as well as businesses within the Town, where available.

The sharing of services is a useful, yet often overlooked tool aimed at increasing the efficiency and effectiveness of municipalities and businesses alike. The sharing of services is already underway in Town, with a prime example being the sharing of police protection between Southold Town and the Village of Greenport. A greater level of inter-agency cooperation would serve to stabilize various components of Town government, while saving taxpayer dollars and securing the Town's economic future. Under such an agreement, funding, and resources of a given service—including snow removal, code enforcement, trash collection, controlling storm water runoff, the provision of water and/or sewer services, and maintenance of parks and athletic fields, among others—is shared between two or more parties.

A possible sharing of services could involve the provision of sewer in parts of the Town near the Village of Greenport's boundaries. The Village's sewer system is the only one in the immediate area, and though operating at only half capacity, it does reach beyond the Village boundaries. It is inappropriate and unrealistic to extend such sewer service throughout the entire Town, given its rural character and cost, both environmental and economic. However, the Town should explore ways to partner with the Village on possible sewer expansions that might allow for increased economic development opportunities specifically associated with the attraction and/or expansion of key industries in nearby parts of Town.

Other opportunities for shared services should be evaluated with the Village of Greenport, Riverhead Town, the local school districts, Eastern Long Island Hospital, and other large employers and organizations on the East End.

- C |** Explore the possibility of developing a commuter boat for Fishers Island residents.



Fishers Island Ferry dock

Transportation is crucial to economic development on Fishers Island. Fishers Island Ferry provides transportation to and from the Island and New London, Connecticut, but the ferry service tends to cater more to those who do not reside on Island. In addition, this service does not offer a direct route to mainland Southold. Beyond the Fishers Island Ferry, options for residents' access to and from Fishers Island are limited. A commuter boat would present vast opportunities for mainland residents to quickly and directly commute to Fishers Island and vice versa. This would improve the relationship between the mainland Town and Fishers Island, while increasing employment, shopping, dining, and other opportunities that are currently not easily accessible to Town residents.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Highway Department, Southold Town Transportation Commission, Southold Town Storm Water Run-Off Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Department of Community Development, Southold Town Planning Board, Southold Town Board, Island Community Board (Fishers Island), Fishers Island Ferry District
- **Possible Partnerships:** Village of Greenport, Riverhead Town, Suffolk County Department of Economic Development and Workforce Housing, Suffolk County Industrial Development Agency, Suffolk County Transit, Metropolitan Transportation Authority, New York State Department of Transportation, New York State Office of Parks, Recreation and Historic Preservation

🎯 **Objective 2.5**

Collaborate with other departments and regulatory agencies in the Town to increase the efficiency of the regulatory and enforcement process, including updating the Town Code to reflect the most current land use goals.

A more efficient regulatory process would incentivize local businesses to expand their operations. It would also encourage new business to locate in Southold, providing additional employment opportunities for current and future residents of the Town. In addition, a more efficient enforcement process would contribute to the economic well-being of local businesses. As such, it is recommended that Southold Town government work to improve the regulatory process to achieve the same goals in an efficient manner.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Architectural Review Committee, Southold Town Building Department, Southold Town Land Preservation Committee, Southold Town Board, Southold Town Planning Board, Southold Town Zoning Board of Appeals, Southold Town Board of Trustees, Island Community Board (Fishers Island)
- **Possible Partnerships:** Mattituck Chamber of Commerce; North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Suffolk County Department of Health Services, Suffolk County Department of Public Works, New York State Department of Environmental Conservation, New York State Department of Transportation

🎯 **Objective 2.6**

Create a set of architectural, landscape and site design standards that reinforce the Town's distinct character to be applied to all new construction and redevelopment projects through the Town's regulatory process.

Appropriate standards allow the Town to shape how a given piece of property is developed, what it looks like, and how it will affect the quality of life of nearby businesses and residences. Design standards offer the Town the ability to assist with the development of attractive buildings, encourage compatibility of building design, increase the streetscape and the overall pedestrian experience, encourage additional investment among existing and potential new business, all while striving to maintain the distinct character of each hamlet center.

A set of standards should be created that address street lighting, signage, streetscaping, colors, pedestrian access, parking, and building materials that reinforce the Town's distinct and rural character. These standards should focus on and complement the unique cultural, recreational, and historic resources found within Southold's communities.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Architectural Review Committee, Southold Town Planning Board, Southold Town Board

🎯 **Objective 2.7**

Update the buildout analysis every five (5) years to track the relationship of existing zoning as related to development and the Town's tax base, thus allowing the Town to evaluate whether the zoning supports the goals of viable downtowns and a sustainable tax base while retaining the character of the Town.

The buildout analysis, found in Chapter 3, "Land Use & Zoning," provides a valuable tool to determine the relationship between development potential and existing development on a zoning district basis. Tracking the status of each zoning district and the potential for development in the Town at five-year increments would provide insight into the appropriateness of existing zoning, the need for the purchase of development rights and/or acquisition, and would allow the Town to make adjustments in programs as needed, based on the status. In addition, a Tax Base Analysis should be conducted prior to any major changes to

commercial zoning districts to ensure a sustainable tax base will be maintained.

- **Responsible Parties:** Southold Town Board, Southold Town Planning Board, Southold Town Zoning Board of Appeals

Objective 2.8

Provide findings from the buildout analysis to each of the local school districts so that they may accommodate for such findings in future district planning efforts.

School districts can utilize information from the Comprehensive Plan to factor into their long-range planning efforts. Estimating potential tax revenue and potential schoolchildren generated from future development is important for use in planning to accommodate anticipated growth.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Board
- **Possible Partnerships:** Local school districts

Objective 2.9

Strive to maintain and create a healthy environment with a dedication to environmental sustainability through encouraging renewable energy sources and green business practices through Town government.

Environmental sustainability strives to meet the needs of today's residents without compromising the needs of future residents. Now more than ever, environmental sustainability is a necessity for the future of Southold.

Over the past few years, Southold has witnessed an increase in renewable energy sources and green business practices, such as biodiesel in home heating. Town residents' desire for renewable energy sources including wind, solar, and others is increasing, in part to help offset the rising cost of energy. As such, the Town should continue to facilitate renewable energy infrastructure and promote the use of renewable energy among businesses and households in Southold.

- A | Mandate that all new Town-owned buildings be developed under LEED guidelines.

Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system. It verifies that a building is designed, built/retrofitted, operates and

maintained using strategies aimed at increasing energy savings, water efficiency, and indoor environmental quality, while reducing carbon dioxide emissions, and improving stewardship of resources and sensitivity to their impacts.

Such buildings are designed to lower operating costs and increase asset value, reduce waste sent to landfills, conserve energy and water, be healthier and safer for occupants, reduce harmful greenhouse gas emissions, qualify for tax rebates, zoning allowances and other incentives, and demonstrate an owner's commitment to environmental stewardship and social responsibility. In an effort to set an example for environmentally responsible development, the Town should mandate that all new Town-owned buildings be developed under LEED guidelines, and strive for certification whenever possible.

- B | Create a range of incentives for commitment of renewable energy sources.

In an effort to further the Town's commitment to renewable energy sources, it is recommended that the Town create a range of incentives for household and commercial use. These incentives could include municipal tax abatements, infrastructure improvements, tax credits for the purchase of energy-efficient products and installation of solar and/or wind-powered energy suppliers, as well as the creation of an annual Town-sponsored program to pick up and recycle old appliances.

In addition, the Town should work with Long Island Power Authority (LIPA)/PSEG, Fishers Island Utility Company, and other energy suppliers and hold an annual seminar, stressing the importance of renewable energy, and providing technical guidance on successful conversion practices, as well as efficiency measures and incentives available to residential and commercial buildings.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Building Department, Southold Town Agricultural Advisory Committee, Southold Town Renewable and Alternative Energy Committee, Southold Town Conservation Advisory Council, Southold Town Board
- **Possible Partnerships:** Long Island Power Authority/PSEG, Fishers Island Utility Company, New York State Energy Research and Development Authority, New York State Department of Environmental Conservation, United States Green Building Council

☉ Goal 3: Preserve and Improve the Vitality of Each of the Town's Hamlet Centers and HALO Zones as Walkable Local Business Districts



Main Street in Southold

☉ Objective 3.1

Concentrate new residential and commercial development in the Town's hamlet centers and HALO zones, and encourage infill development, historic preservation, renovation, and adaptive reuse, where possible.

- A |** Provide incentives for new development and/or business relocation for the reuse and adaptive reuse of existing structures within the Town's hamlet centers and HALO zones.
- B |** Target new residential and appropriate commercial development to each of the Town's hamlet centers and/or the surrounding HALO zones in an effort to curb sprawl and preserve the rural character and valuable open space in other parts of Town. The HALO zones were identified as areas for growth that are based on smart-growth principles (promote walkability, provide a range of housing opportunities, foster attractive communities with a sense of place, and integrate a mix of land uses, among others). Through the careful placement of new residential and commercial development, the Town will assist in curbing sprawl while increasing the liveliness of their downtown centers and preserving the rural character of the Town.

Public participation efforts pointed to the need for the Town to examine ways to reuse existing vacant and/or historic structures instead of building new. Where

practicable, the Town should encourage new development to locate in existing vacant or underutilized structures/parcels within the Town's hamlet centers and HALO zones. Incentives to do so could range from chamber membership and short-term tax breaks, to discounted impact fees and expedited permitting, municipal parking areas, pocket parks, sidewalks and seating areas, to tax credits and PILOT agreements, among others.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Southold Town Board, Southold Town Planning Board, Island Community Board (Fishers Island)
- **Possible Partnerships:** Southold Town Historic Preservation Commission, Suffolk County Department of Economic Development and Workforce Housing

☉ Objective 3.2

Prepare a list of priority development sites—specifically within the Town's hamlet centers and HALO zones—that qualify for expedited permitting, funding, and incentives.

The Town should prepare a list of available properties to encourage the location of future businesses within existing structures and/or vacant land within the Town. This list should include:

- The acreage of the parcel
- The size of the building where applicable
- Current land use and zoning
- Available infrastructure
- Estimated taxes
- Any other pertinent information
- Vacant lands and vacant buildings in each of the Town's hamlet centers and HALO zones to encourage adaptive reuse
- Historic preservation, renovation, and infill development while avoiding the potential for retail sprawl
- A list of priority development sites that qualify for expedited permitting, funding, and incentives

Once the list is prepared, the Town should share with local real estate agencies and partner with them to encourage development at these sites. It is further recommended that the Town revisit the list on an annual basis and revise as necessary to accommodate future change.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Board, Southold Town Planning Board, Island Community Board (Fishers Island)
- **Possible Partnerships:** Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, local realtors, local trade organizations

🎯 Objective 3.3

Explore ways to overcome the obstacle of limited sanitary flow credits on individual parcels, in an effort to help businesses and landowners in hamlet centers expand or add accessory apartments.

Suffolk County Department of Health Services (SCDHS) limits the volume of sanitary waste discharged on a given sized parcel of land to 600 gpd/acre (Groundwater Management Zone IV), provided public water is available. SCDHS will permit transfer of sanitary credits that result in no more than double the allowable sanitary flow density, subject to approval of the Board of Review. The Town Code allows this transfer only for housing that meets the Town's guidelines for affordable, and not for an existing business to expand (for example, a restaurant wanting to add more seats). Due to the small size of many downtown parcels, even with double the density they may not be able to meet the flow requirement to add an apartment.

With the advent of innovative alternative on-site wastewater treatments systems (I/A OWTS), there may be opportunities in the future to provide some limited expansion of the amount of density on a parcel for the purposes of providing affordable rentals over commercial uses in the downtown. There may also be an opportunity for existing businesses to be able to expand using these systems; however, in addition to the SCDHS allowing it, the Town Code would have to be amended also.

- A | Commission a sanitary flow analysis for each hamlet center to determine the future potential of sanitary flow credits available in each hamlet.

SCDHS requires that an overall groundwater management plan determine the allowable flow and flow that could be achieved based on transfer of sanitary credits, provided no significant groundwater impacts would result from the increased density in hamlet to which sanitary flow

is transferred. A sanitary flow analysis would determine if sanitary flow credits are available within the hamlet, or if transfer from another part of Town would be needed to increase density. Town flow credits or transfer of flow could be used to increase seats in a restaurant, or add an accessory apartment above a store. This would provide economic stability and growth potential for businesses and landowners, and would provide an opportunity for needed alternative housing options for the Town's diverse workforce.

- B | Work with Suffolk County Department of Health Services to allow available sanitary flow credits to be transferred over property lines within a hamlet center.

SCDHS regulates transfer of sanitary flow credits. Once a sanitary flow analysis is prepared for each hamlet, coordination with SCDHS would assist in determining what transfer of credits may be possible between parcels within the hamlet center.

When analyzing the potential for such transfer of credits, it is important to remain sensitive to communities with fragile groundwater systems; the use of I/A OWTS or future technologies would be useful in achieving this goal. This would facilitate the overall objective of allowing businesses and landowners to expand business and housing opportunities in a manner that would benefit the community through hamlet growth. Such benefits include additional jobs, tax revenue, shopping opportunities, business critical mass, and hamlet vitality—as well as needed alternative housing options for the Town's diverse workforce—including smaller accessory apartments providing more affordable housing, “eyes” on the community, and consumer demand within the hamlets.

- C | Revise Town Code Section 117 Transfer of Development Rights, to allow for commercial uses in hamlet centers to purchase sanitary flow credits from the Town's bank.

Section 117 in the Town Code provides a means for the Town to “bank” sanitary flow credits from acquired lands. Recognizing that expansion of business opportunities within the hamlets has community benefits (as outlined in Objective 3-3B, above), the Town should consider amendment of Section 117 to allow commercial uses to purchase credits from the Town for business expansion. This would provide revenue back to the Town to fund further open space acquisition, and would advance

planning goals of facilitating business growth to achieve economic vitality in the hamlet centers.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Board, Island Community Board (Fishers Island)
- **Possible Partnerships:** Southold Town Housing Advisory Commission, Suffolk County Department of Health Services

🎯 Objective 3.4

Evaluate and update commercial zoning district uses and locations in each hamlet to ensure downtowns remain vibrant and uses are consistent with the community character of individual hamlets.

The Town seeks to maintain existing hamlet centers and has taken many initiatives toward strengthening the hamlets by defining these areas and their associated HALO zones through the 2005 Hamlet Study, which involved significant stakeholder input. A review of hamlet areas found that there may be potential for retail sprawl, which is counterproductive to this objective. In Mattituck, it was noted that B business zoning on the western New York State Route 25 approach to the hamlet center allowed general business use, which would potentially detract from the hamlet.

Consequently, the elimination of retail sales and restaurant use from this area were considered more consistent with the goals/objectives of strengthening the hamlet center. Similarly, some areas of industrial zoning were found to be antiquated and consideration of zoning and uses more appropriate to the hamlet was warranted. Review of existing Town zoning maps finds that the area east of Cutchogue on State Route 25, and the area north of Southold on Suffolk County Route 48 both have moderately large areas of B zoning that should be reviewed to ensure that the business growth would not detract from these two hamlet centers.

- A |** Consider expanding the types of commercial and industrial zoning districts (and/or allowable or special permit uses), to more specifically tailor the types of businesses to particular areas of the Town, within and outside of the hamlets.

In Mattituck, it was noted that retail and restaurants may not be appropriate for the B business zone. Furthermore, it was noted that a modified B zone for neighborhood-type uses may be appropriate to apply to certain areas where retail and service uses

are appropriate, but a residential character is more in keeping with surrounding areas. This would take the form of the RO zone, but with more allowable uses. Finally, it was determined that certain industries would benefit from the ability to sell products manufactured on site, either by allowing this through zoning or special permit. These types of zoning districts should be considered on a Town-wide basis in order to provide a wider range of commercial/industrial districts to fit the needs of certain areas of the Town.



Love Lane in Mattituck

- B |** Promote a blend of commercial and residential use in the HB zoning district; all residential use would create a school district deficit in educating the children that would result from an all-residential scenario, and would also result in a loss of business use in the hamlets within a zoning district specifically created for hamlet businesses.

The HB zone is one of the Town's zoning districts that allows both residential and commercial use. The HB is the key hamlet center zoning district that promotes business uses in a manner that adds vitality and a mix of retail use in downtown areas. If HB zoning became all residential, it would detract from the critical mass of business activity that defines the hamlets. In addition, such an outcome would add schoolchildren and would not achieve a tax positive situation for school districts.

Consideration should be given to promoting residential use above retail stores where sanitary allowable flow and/or transfer of sanitary credit (within Town only) would allow the requisite density of uses. Business incentives should be used to

attract new business to hamlet centers, and overall, a mix of business and residential, favoring business over residential should be achieved.

- C** | Maintain the existing acreages of commercial/industrial land available for development to support the tax base, consumer needs and employment. Adjust more specific areas of the Town with respect to commercial/industrial districts as needed to ensure land use compatibility, while maintaining a net balance of commercial/industrial use potential.

The Town zoning maps provide a basis for sound commercial and industrial growth planning in the Town. Review of the zoning maps finds that Marine districts are appropriately located in areas that would promote water dependent and water-enhanced uses. HB zoning is used in hamlet centers, and B business zoning appears in specific locations as appropriate based on transportation access or existing uses. Limited business (LB) is used in targeted areas where appropriate to allow responsible, limited business activity. Residence Office (RO) is targeted for areas on the outskirts of hamlets where there are existing residential and office uses, and further RO activity is appropriate.

The Light Industrial (LI) and Light Industrial/Office (LIO) zones are applied to existing uses where appropriate or are located along transportation corridors (Mattituck on County Route 48; north of Cutchogue on County Route 48 and west of Greenport on State Route 25) and railroad access locations (Mattituck, Peconic, Southold, and west of Greenport). Large, potential growth areas are situated around the Town solid waste management facilities and along State Route 25 west of Greenport. Commercial and industrial land use must also be carefully situated in order to not cause land use compatibility issues between adjoining uses and/or create traffic congestion.

These commercial/industrial zoned areas are dispersed throughout the Town in a manner that recognizes the importance of hamlet centers and provides for existing and potential businesses commensurate with Town needs from the business and tax revenue perspectives, while maintaining defined hamlet centers and overall quality of life. As a result, few changes are found to be necessary other than those noted in Objective 3-4A. It is,

however, recommended that the existing acreage of commercial/industrial land be maintained and not reduced, recognizing that minor shifts in types and allowed uses in business zoning districts may be appropriate as noted under other objectives.

- D** | Consider further definition of uses that would likely be successful in fulfilling community needs in order to encourage these uses and provide an optimum mix of land uses toward maintaining the vitality of the hamlet centers.

This chapter is informed by an economic study component referred to as a leakage analysis, which examines consumer spending habits and available goods and services to determine what demand is met or unmet on a Town-wide basis (see **Appendix 5**). There are demands for local goods and services that can and should be supplied locally. Some leakage is appropriate, for example, that of larger retail store sales that can be accommodated in Riverhead, since Southold Town is not appropriate for these types of retail facilities.

The leakage analysis prepared for the Comprehensive Plan provides a valuable tool that enables the Town, chambers of commerce, or individual landowners, investors, and entrepreneurs to identify the types of goods and services that would have the greatest likelihood of success. The existing “business inventory,” in **Appendix 5**, identifies the existing uses within the Town. Comparison of the leakage analysis and business inventory yields information that can be evaluated on a hamlet-by-hamlet basis to further determine supplemental businesses to fulfill unmet demand. Note that the inventory and types of leakage including the role played by online retailers are constantly shifting and should be updated just prior to this evaluation being performed.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Board, Southold Town Planning Board, Southold Town Zoning Board of Appeals, Island Community Board (Fishers Island)
- **Possible Partnerships:** Suffolk County Industrial Development Agency, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, private landowners, investors, entrepreneurs

Goal 4: Preserve and Encourage Industries that Support Existing and Future Agriculture and Aquaculture Uses



Objective 4.1

Promote an affordable farmland program to bring new farmers to Southold.

The lack of affordable farmland is the primary issue associated with increasing the agricultural business and bringing new farmers to town. Affordable farmland is necessary to bring the next generation of farmers to Southold, as well as to encourage the diversity for crops that otherwise would be infeasible for a young or second-career farmer. One way to overcome this is through the development of an affordable farmland program.

Peconic Land Trust initiated an “incubator farm” program, where a large plot of land is split; an established commercial farming business leases the majority of the land, and several young and second-career farmers each lease a small one- to three-acre plot. This “incubator” program is beneficial in that it allows young farmers the resources they need—a plot of land, utilities, and other shared resources including knowledge from an established farmer on the premises—without having to take out a mortgage.

It is recommended that the Town work with the Peconic Land Trust and the Long Island Farm Bureau and decide whether to partner with Peconic Land Trust and expand the existing incubator program, or pursue the creation of a similar type of program—whether it be replicating such an incubator farm, or through the creation of a land bank or the leasing of land—to be run by Town government.

In addition to incubator farms, farmland can be made more affordable by narrowing the potential future uses. For example, the Town could pay an extra premium to preserve some farmland specifically for growing food crops, and in turn, that farmland would be more affordable for a farmer who wants to grow food crops.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council
- **Possible Partnerships:** Peconic Land Trust, Long Island Farm Bureau, Long Island Wine Council, Cornell Cooperative Extension, Farm Credit East–Riverhead Branch

Objective 4.2

Work with the Long Island Farm Bureau, Peconic Land Trust and Cornell Cooperative Extension to create community seminars and events focused on prominent issues including how to start up a small agricultural business and where to go for help or find available resources and land.

The demand for local produce is high. To cater to the growing demand for small agricultural businesses and to increase the supply of local goods, the Town is encouraged to work with the Long Island Farm Bureau to create seminars and events on how to start up a small farm, where to go for help or find resources, available land, and the like. The Town should promote the resources available with the Long Island Farm Bureau and Peconic Land Trust, including the ability to match prospective farmers with available farmland, technical assistance, and funding wherever possible.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council
- **Possible Partnerships:** Long Island Farm Bureau, Cornell Cooperative Extension, Peconic Land Trust, Long Island Wine Council, Farm Credit East–Riverhead Branch, New York State Department of Agriculture and Markets

🎯 Objective 4.3

Consider revising the Town Code to bring back the “set-off,” and allow local farmers to subdivide their property by splitting off just one lot.

For many years, the Town Code allowed local farmers to subdivide their property by splitting off one lot for the purpose of providing a house lot for a family member or selling one lot to earn extra income. This policy allowed many traditional farm families to avoid higher cost alternatives for housing. Unfortunately, the practice was found not to be meeting its original goal, and was consequently removed from the Town Code.

Housing for farm families, however, is still a pressing need, and it is recommended that the program be re-written back into the Town Code in another, more suitable form that will provide a similar benefit. Overuse of the practice must be avoided as it can lead to agricultural land becoming disjointed. If a lot is subdivided for this purpose, it is recommended that the Town consider strengthening this provision by adding a clause that ensures that the subdivided lot remains tied to operations of the agricultural industry.

➤ **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council, Southold Town Board

➤ **Possible Partnerships:** Peconic Land Trust, Long Island Wine Council, Long Island Farm Bureau

🎯 Objective 4.4

Support the local agricultural industry, and the increased production of a diverse range of local goods in the North Fork.

Currently, approximately 150 farms operate in the Town, with the industry responsible for creating at least 1,000 jobs. Southold has gained a reputation for producing premium produce, flowers and other landscaping materials, dairy products, seafood, and wine. The strength and the inter-relatedness between the Town’s agriculture sector, restaurants, recreational facilities, and the tourism industry present a major opportunity to Southold’s economy.

A | Strive for Southold Town to become a center of excellence for culinary experiences, through encouraging complementary uses and economy of scale businesses to locate in town.

Southold Town should be developed as a center of excellence for culinary experiences, through the continued promotion of local products. A wide range of quality restaurants, cafés, and specialty food stores currently exist and complement the Town’s strong food and beverage industry. Continued efforts should be taken to promote these restaurants through further initiatives with the Village of Greenport, Riverhead Town and the North Fork Promotion Council, Long Island Wine Council, and other means of promotion.



B | Complement the strength of the Town’s tourism and agriculture industries through the provision of services that promote economies of scale in Southold Town. There has been increased demand for people buying space in town and at the local wineries to make their own wine. With this increased demand may come a role for cooperative warehousing and distribution space. Moreover, the Town should seek to attract new and appropriate businesses including small “country” hotels, bed & breakfasts, rental cottages, and specialty foods, as well as high-end to family-friendly and economical restaurants. Wherever possible, these Town efforts and programs should be coordinated with regional initiatives at the regional, county, and state level.

🎯 Objective 4.5

Continue to cater to the “locavore” population through encouraging greater participation in the community-supported agriculture program, in addition to promoting the purchase of various types of local produce native to Southold Town.

There is a strong desire to buy local and support the local farming industry. While many farms in Riverhead have already done so, relatively few in Southold have joined the community-supported agriculture bandwagon. Local farms should consider creating a community-supported agriculture program. This program has been extremely popular with residents throughout Long Island and New York City purchasing a “share” of fruits, vegetables, eggs, poultry, and flowers from East End farms. Farmers are ensured demand for their product, and the up-front payments benefit local farmers immensely; customers are benefited with the convenience of fresh and often organic products delivered to them on a regular basis.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Island Community Board (Fishers Island), North Fork Promotion Council
- **Possible Partnerships:** Long Island Farm Bureau, Long Island Wine Council, New York State Department of Agriculture and Markets, Cornell Cooperative Extension, Peconic Land Trust, East End Tourism Alliance

🎯 Objective 4.6

Broaden opportunities for landowners to explore the interrelationship of agriculture and renewable energy.

Public participation efforts indicated Town residents’ desire for continued environmental sustainability through renewable energy sources including the use of wind, solar, and other such efforts in town. It is recommended that the Town partner with local farmers and agricultural landowners to help to sustain agriculture’s importance within the Town’s economy.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department,

Southold Town Conservation Advisory Council, Southold Town Renewable and Alternative Energy Committee, Southold Town Board

- **Possible Partnerships:** Long Island Farm Bureau, Peconic Land Trust, Long Island Wine Council, New York State Energy Research and Development Authority, American Wind Energy Association

🎯 Objective 4.7

Continue to pursue relationships through Cornell Cooperative Extension and other key players to promote the Town’s aquaculture industry, and the Southold Project in Aquaculture Training (SPAT).

Aquaculture has historically played a major role in the Town’s economy, but the industry has faced many obstacles over the past few decades through overfishing, brown tides, and various natural disasters. Continued efforts must be made to ensure that aquaculture remains strong well into the future.

The Suffolk County Marine Environmental Learning Center and Cornell Cooperative Extension offers the SPAT program. The program was created to restore shellfish at a hatchery through a community-driven volunteer program. Volunteers are able to harvest half of the shellfish for personal use, while the other half is returned to the local waters to restore the population. According to Cornell Cooperative Extension, over 400 people have participated in the SPAT program, and millions of shellfish have been restored into the local waters since the program’s inception. Efforts should be made on behalf of the Town to foster continued partnerships through this and other programs of a similar nature.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Conservation Advisory Council, Fishers Island Harbor Committee, Island Community Board (Fishers Island), Southold Town Board
- **Possible Partnerships:** Cornell Cooperative Extension, Fishers Island Conservancy, Peconic Land Trust, Long Island Farm Bureau, Peconic Bay Aquaculture Advisory Committee, Peconic Estuary Program, Nature Conservancy of Long Island, New York State Department of Environmental Conservation

🎯 Objective 4.8

Consider the economic impact to agricultural landowners when considering zoning actions.

Agricultural landowners must be able to secure financing for equipment and management of ongoing farm operations. Often agricultural landowners' equity is in the land that they own; the highest and best use is considered for appraisal purposes in evaluating loans. As a result, land use decisions that change the highest and best use of land, could potentially affect the ability of agricultural landowners to secure financing. This should be considered in the context of potential zoning actions.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council, Southold Town Board, Southold Town Zoning Board of Appeals
- **Possible Partnerships:** Long Island Farm Bureau, Long Island Wine Council, Cornell Cooperative Extension, Peconic Land Trust, Farm Credit East–Riverhead Branch, New York State Department of Agriculture and Markets

🎯 Objective 4.9

Continue to explore additional means to control the Town's deer population.

The agricultural economy is negatively impacted by the deer population that eats the crops. While Southold Town did enact a hunting program on its preserved land two years ago, additional measures aimed at controlling the deer population should be explored.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Deer Management Task Force, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council
- **Possible Partnerships:** Long Island Farm Bureau, Peconic Land Trust, New York State Department of Environmental Conservation

🎯 Goal 5: Preserve, Encourage, and Continue to Support Existing and Future Maritime Uses as an Important Business Sector within the Town's Economy



Marina in Mattituck

This includes fishing related industries, marine trades, marine biology, marinas, recreational boating support uses, and related uses.

🎯 Objective 5.1

Maintain consistency with the policies adopted under the Local Waterfront Revitalization Program.

The Local Waterfront Revitalization Program (LWRP) was prepared in 2004, and provides strategies to encourage and protect the waterfront areas of the Town. It emphasizes the importance of coastal zone and traditional maritime uses in terms of the commercial and recreational qualities of the Town. The LWRP also recommends waterfront access and water-dependent/water-enhanced uses, and provides an array of information relating to coastal and Town-wide resources. The Town should be consistent with all policies adopted under this program, as it pertains to all future development and maritime uses.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Land Preservation Committee, Southold Town Conservation Advisory Council, Fishers Island Harbor Committee, Island Community Board (Fishers Island), Southold Town Board

- **Possible Partnerships:** Cornell Cooperative Extension, Peconic Land Trust, Fishers Island Conservancy, Peconic Estuary Program, Nature Conservancy of Long Island, New York State Department of Environmental Conservation

🎯 **Objective 5.2**

Develop and implement Harbor Management Plans for all Town creeks and harbors to establish orderly development of these areas and maintain water quality.

A Harbor Management Plan is essentially the waterside component of an LWRP and seeks to regulate uses, structures, and conflicts specific to a given harbor. Harbor Management Plans have been developed for specific waters in Mattituck and Fishers Island and a generic Harbor Management Plan was created as part of the LWRP. It is recommended that the Town develop and implement Harbor Management Plans for all other key Town creeks, inlets, open waters, and harbors to create guidelines and limits on competing uses of the waterfront.

In addition, such Harbor Management Plans should address appropriate economic development policies including the avoidance of investment in high hazard areas subject to coastal flooding, wave action, storm surge, and sea level rise. In turn, this will provide for appropriate development and uses, maintain water quality, and allow for the efficient use of the water uses and natural resources.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Land Preservation Committee, Southold Town Conservation Advisory Council, Fishers Island Harbor Committee, Island Community Board (Fishers Island), Southold Town Board
- **Possible Partnerships:** Peconic Estuary Program, Cornell Cooperative Extension, Peconic Land Trust, Fishers Island Conservancy, Peconic Estuary Program, Nature Conservancy of Long Island, operators of local marinas, New York State Department of State, New York State Department of Environmental Conservation, United States Power Squadrons, United States Coast Guard Auxiliary

🎯 **Objective 5.3**

Create a series of Blueway Trails around mainland Southold.

The Town's waterfront includes a wide range of natural systems and recreational features, a rich history of providing cultural attractions and a variety of dining and shopping opportunities. A Blueway Trail is a water-dependent pathway, or "trail" that connects these points of interest using canoes, kayaks, and small boats.

A series of Blueway Trails should be created that strives to encompass the entire Town's mainland shoreline, starting from the north shore of Laurel, wrapping around Orient Point, and back to the south shore of Laurel. This would enhance the use of the waterfront and provide a greater appreciation for the Town's resources, while linking the waterfront and recreational facilities, beaches, parks, commercial use, restaurants, and other attractions throughout Town. Coordination with the Village of Greenport would strengthen this initiative.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Transportation Commission, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department, Southold Town Board
- **Possible Partnerships:** Village of Greenport, New York State Department of State, New York State Department of Environmental Conservation, New York State Office of Parks, Recreation and Historic Preservation

🎯 **Objective 5.4**

Consider amendments to the zoning of larger marinas to better accommodate and position them as a viable use in the Town's economy.

Large marinas are facing pressures to expand their services to include swimming pools, restaurants, boat rentals, storage space, and other services that cater to their customer's needs. In order to accommodate this demand and continue to promote Southold's traditional maritime heritage, the Town should consider zoning amendments for marinas of appropriate size and location to better match the needs of their clients.

➤ **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Zoning Board of Appeals, Fishers Island Harbor Committee, Island Community Board (Fishers Island), Southold Town Board

➤ **Possible Partnerships:** Local marinas

🎯 Objective 5.5

Preserve the scenic views along the Town's shoreline through continued acquisition of waterfront property, balancing its uses to include preserved land and a range of outdoor activities and public recreation.



Crab shack in Orient

While Southold Town has done well to acquire properties for preservation purposes, public comments have indicated the desire for waterfront property acquisition—including for beaches, parks, and other areas of access. It has been noted that boating in town has become more difficult due to the lack of access points. As such, it is recommended that the Town examine ways to acquire additional property along the waterfront. This can be used for both passive and active recreational purposes, as well as providing critical linkages for those interested in coming ashore for lunch, shopping, or recreational purposes. As these properties are acquired, they should be added to the Town's series of Blueway Trails.

➤ **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department, Fishers Island Community Board, Southold Town Board

➤ **Possible Partnerships:** Peconic Land Trust, Peconic Estuary Program, New York State Office of Parks, Recreation and Historic Preservation

🎯 Objective 5.6

➤ **Work with the federal and state governments and municipalities to develop regional fisheries management plans for commercially viable marine species located in the Town's waters.**

A | Coordinate with the New York State Department of Environmental Conservation, and the comparable state agencies in Massachusetts, Connecticut and Rhode Island to establish equitable landing limits for commercial marine species in state and Town waters.

Discussions between the Town and many of its residents have indicated that there exist inequitable commercial fishing and landing limit quotas and regulations between New York State, Connecticut, Massachusetts, and Rhode Island. This has resulted in boats from neighboring states landing more fish and shellfish than Town-based boats, in Town waters. In an effort to level the playing field and at the same time increase productivity among the Town's lobstermen, fishermen, and other Baymen, it is recommended that the Town work with New York State Department of Environmental Conservation and comparable agencies in neighboring states to establish equitable landing limits in state and Town waters.

B | Petition New York State Department of Environmental Conservation to establish patrols to eliminate poaching and theft of gear.

Poaching is a large concern that results in a significant loss of income to Town residents and Baymen. As such, it is recommended that the Town work with New York State Department of Environmental Conservation to establish patrols to eliminate poaching as well as theft of marine gear and equipment from both personal watercraft and commercial boats in Town waters.

C | Work with New York State Department of Environmental Conservation to explore the installation of an artificial reef to increase both the fish population and the productivity of the commercial fishing industry.

Fishing in the bays is not as productive as it once was. One way to increase this productivity is through the installation of artificial reefs, or man-made underwater structures meant to imitate the benefits of natural reefs. Artificial reefs serve

to attract fish from nearby areas, allowing smaller boats the ability to enter into waters that they would not otherwise be able to access. Assuming they are installed correctly, artificial reefs have been proven to have a positive impact on marine ecosystems, while increasing the fish population. The installation of such a reef could have tremendous beneficial impacts for both the local fish population and Southold's fishing industry.

- **Responsible Parties:** Southold Town Economic Development Committee, Fishers Island Harbor Committee, Island Community Board (Fishers Island)
- **Possible Partnerships:** Southold Town Baymen's Association, Fishers Island Lobstermen's Association, Fishers Island Conservancy, New York State Department of Environmental Conservation, Connecticut Department of Environmental Protection, Massachusetts Department of Environmental Protection, Rhode Island Department of Environmental Management, Department of Interior, United States Fish and Wildlife Service

🎯 Objective 5.7

Enhance the connection between Mattituck Inlet and the hamlet center.

Mattituck Inlet is an important economic, environmental, and recreational resource in the hamlet of Mattituck. Located just north of the hamlet center, Mattituck Inlet runs two miles into the North Fork from Long Island Sound, and is the only harbor on the ±50 mile stretch between Port Jefferson and Orient Point. As such, Mattituck serves as an important maritime location with the Inlet being a popular destination for boaters. The hamlet's accessibility to water, in addition to a designated anchorage, a Town park and boat ramp, marinas, and maritime uses located close to the hamlet center make it a key economic driver.

The Inlet is historically tied to the commercial offerings of Love Lane and surrounding areas; however, the

connections are underutilized. Few boaters make it as far as Love Lane, especially out-of-towners who may not realize the shopping and dining opportunities that lie just beyond the waterfront. In an effort to increase the ability of the waterfront to serve as a generator for economic development, it is suggested that the Town find a better means of connecting the headwaters of the Creek to Mattituck's thriving hamlet center.

- A | Create a program aimed at providing bicycle use between the local marinas and the hamlet center. Both visitors by boat and area merchants would benefit from a program to encourage walking or bicycling into the Mattituck hamlet center. A program to provide bicycle use for visitors at the marina would increase accessibility into the shopping areas. The program could be a collaboration between marina owners and local cycle shops and/or the Mattituck Chamber of Commerce.
- B | Increase access through regular dredging of Mattituck Inlet.

To build upon its importance as a resource and encourage the link between the creek and Mattituck's hamlet center, it is recommended that the Inlet undergo more frequent dredging. Fishermen and marinas are faced with economic difficulties if they can't get in and out of the inlet because it is silted in. Dredging is part of maintaining the Town's infrastructure, and should be done on a regular basis. Such dredging will assist in keeping the Inlet navigable, improving access and economic development opportunities to and from the Town for recreational and commercial boaters alike.

- **Responsible Parties:** Southold Town Economic Development Committee, Southold Town Dredging Advisory Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department, Southold Town Board
- **Possible Partnerships:** Mattituck Chamber of Commerce, North Fork Promotion Council



